

DDI-01112/85

DDICrone

28 February 1985

NOTE TO: Director, EURA
Director, OCR

FROM : Deputy Director for Intelligence

SUBJECT:

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1. I am appalled to receive the EURA draft on the above subject some two months after publishing an OCR paper on essentially the same subject. One of the principal reasons we have the research program and coordinate its contents among the offices is precisely to avoid this kind of duplication and ensure greater interoffice collaboration. While the focus of the two papers is somewhat different, there seems to be a substantial amount of duplication, even to a reasonably well informed reader. It is absolutely clear that there should have been one paper on this subject produced jointly by the two offices.

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2. I regard the failure to coordinate more closely a serious dereliction at all levels. As a result, I am now faced with the choice of whether to give busy policymakers a second paper on the same subject within two months (thereby further crowding their inboxes) or to kill the EURA paper -- which is in fact a good one, just as the OCR paper was a good one.

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3. Before deciding what to do, I want OCR and EURA to collaborate on a memorandum to me setting out how these papers are different (particularly given the first 11 pages of the OCR paper and in broad terms, not just details), where they are similar and why I should ask the policymaker to read a second paper on this subject in so short a time. This paper should come to me from the two office directors.

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4. This duplication makes a travesty of the entire research program and all our efforts to improve interoffice coordination. I want this joint memo to explain to me how this happened.

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5. After I have read the memo I will decide what to do about the EURA paper.

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Robert M. Gates

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